# Department of Defense

# Business Management Modernization Program

**Business Enterprise Architecture (BEA)**

**Business Enterprise Architecture OV-1 Concept of Operations**

**Call 0010, Task 2.1.2.2.8.2**

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# Version History

| Version | Publication Date | Author | Description of Change |
|---------|-----------------|--------|----------------------|
| 2.3c | 31 March 2005 | OSD (AT&L), BMSI | Initial release |

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# Acronym List

| Acronym | Definition |
| --- | --- |
| AT&L | Acquisition Technology & Logistics |
| BEA | Business Enterprise Architecture |
| BMSI | Business Modernization and Systems Integration |
| CES | Core Enterprise Services |
| CJCSI | Chairman of the Joint Chiefs of Staff Instruction |
| DoD | Department of Defense |
| EBPM | Enterprise Business Process Model |
| EIE | Enterprise Information Environment |
| FMD | Financial Management Domain |
| GIG- | Global Information Grid |
| IT | Information Technology |
| JCIDS | Joint Capabilities Integration and Development System |
| OSD | Office of the Secretary of Defense |
| OV-1 | High-Level Operational Concept Graphic |
| PfM | Portfolio Management |

# 1    Introduction

## 1.1    Purpose and Scope of Document

The purpose of this document is to define a vision for the future Department of Defense (DoD) business enterprise that reflects stakeholder objectives, effectively supports the Warfighter, and optimizes value for the taxpayer.  We developed this strategic vision with input from stakeholders from across the Department and in close consideration of the department's transformation objectives.  Included in this document are the DoD Business Enterprise Architecture (BEA) vision, mission, and business model as defined by the leadership and stakeholders, important strategic drivers that materially impact DoD key capabilities that will potentially enable the Department's goals and objectives.

## 2    Vision and Mission

The BEA's vision is an overarching statement on the direction the Domains want to move, an objective end state at a future point.

**DoD BEA Vision:**

> An innovative and strategic enterprise focused on efficient and cost-effective delivery of the best possible capabilities that enable the Warfighter to succeed

The words that comprise this vision statement were carefully selected to convey key concepts. "Innovative" is intended to convey the notion of an adaptive organization that creatively evolves over time to respond to new challenges.  The word "strategic" underscores the importance of maturing the Department's capabilities beyond tactical into strategic, anticipatory decision-making.  The use of the word "capabilities" highlights the important point that the BEA will be capabilities-driven.  To underscore the impact of choosing a hybrid-operating model, covered later in this document, domain stakeholders used the word "enterprise."  An "enterprise," rather than a program or Military Service or Defense Agency, conveys the idea that the Department will act as an integrated whole, first and foremost, to take advantage of potential enterprise economies that come by way of common capabilities.  "Efficient, cost-effective delivery of the best possible capabilities" relates to the way the domains will execute their mission of efficiently converting human and financial resources into the military assets and support services required by the Warfighter.  Finally, the phrase "enable the Warfighter to succeed" focuses the domains' vision on the ultimate stakeholder, the Warfighter.  Whether the mission is combat or humanitarian, the domains' ultimate measure of success is the delivery of capabilities that enables the Warfighter to succeed.

A mission statement is a declarative statement on the BEA's reason for being; its primary purpose for existence.  Since the BEA was chartered to govern the modernization of the Department's business functions, the mission statement centers on the transformation that will

take place over the next five years.

The BEA's Mission is to do the following:

> Lead the transformation to a strategic, end-to-end business enterprise by integrating the people, processes and technologies required to implement a modern business environment that supports the Warfighter's needs

## 3   DoD Business Domains Operating Environment

The DoD business processes are shaped by a combination of customer needs and the influence exerted by the external environment as shown in Figure 3-1, DoD BEA Operational Concept (OV-1). The principal customers, the Warfighter and Intelligence Domains, drive the requirements through the Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 3170.01C, Joint Capabilities Integration and Development System (JCIDS) and Functional Capabilities Boards. The business domains seek to fulfill those needs through personnel readiness and systems. The external environment, consisting principally of the White House and the US Congress, channels its national security needs and budgetary resources, in response to perceived national security threats and in alignment with national policy, through DoD to the business domains. The DoD business domains, in response to these requirements, uses the DoD Directive 5000 series to convert financial assets to meet Warfighter and Intelligence requirements. Prioritization of resources to support the Warfighter and Intelligence requirements are supported by Planning, Programming, Budgeting, & Execution Processes.
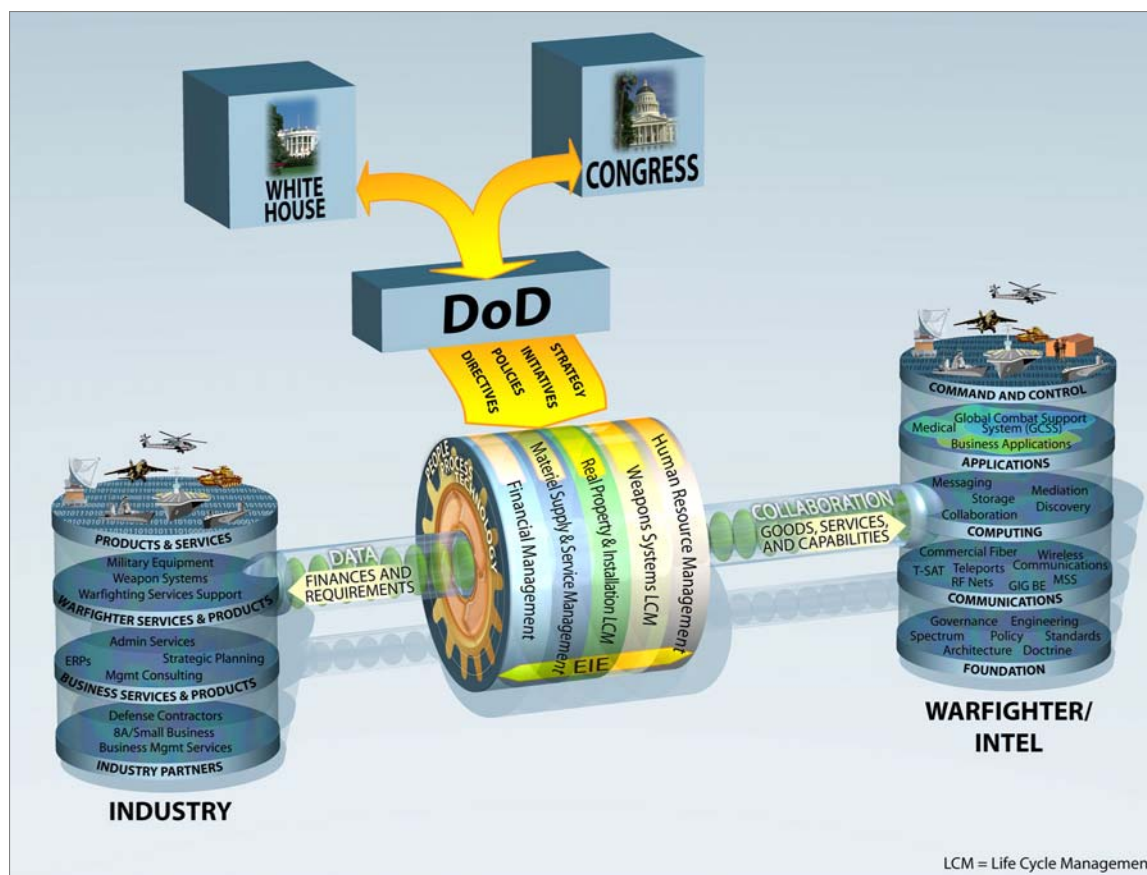
***Figure 3-1, DoD BEA Operational Concept (OV-1)***

The business domains seek to support and facilitate the relationship between its principal customers, the Warfighter and Intel Domains, and industry. The business domains will create a collaborative environment between industry and Warfighter, thereby minimizing the transactional friction associated with the personnel readiness, and acquisition of assets, goods, and services. An important means of accomplishing this will be the cross-functional integration across the DoD business domains. Whereas in the past, functional business areas in DoD were compartmentalized in silos, thereby impeding the delivery of capabilities to the Warfighter and Intel domains, in the future business domains will collaborate to create a frictionless conduit between the customer and industry.

Several business domains have reasons to interact with each other. For example, the Financial Management Domain (FMD) has, as one of its goals, to achieve an 'unqualified audit'. To do so, FMD will need to exchange information with other domains such as Acquisition and Human Resources. The Logistics Domain will need visibility into the supply chain, and will provide input to the requirements planning process. The Logistics Domain will also be the recipient of acquired goods and is responsible for managing the supply chain that sustains the warfighting force. The Acquisition Domain seeks guidance from FMD in establishing DoD acquisition goals, and provides information to support the DoD budgetary process. The Human Resources Domain provides the workforce and associated training. The Enterprise Information Environment (EIE) mission area provides and maintains the technological infrastructure

necessary to facilitate an electronic business environment where all the Domains can collaborate to support DoD business goals.

In summary, the OV-1 graphic depicts the synchronization of the business domains around the central mission of satisfying the Warfighter's capability requirements. Financial resources and capability requirements are generated by the Warfighter, as noted by the GIG platters on the right of the graphic, and are managed and coordinated by the business domains. The Acquisition Domain creates sourcing agreements with industry to fulfill the capability requirements, both business and Warfighting. Through those sourcing agreements with industry partners, Acquisition, in concert with the other business domains, is able to deliver assets, goods, and services that represent the capabilities the Warfighter needs to successfully execute its mission.

## 3.1     Hybrid Operating Model

In defining the future state operating model the organizational boundaries between the Military Services and Defense Agencies were carefully considered, as they represent the differences between the unique organizational missions. The hybrid operating model as shown in Figure 3-2, Hybrid Operating Mode, defines common business functions across DoD, while identifying functions that are unique to the mission of the specific Service or Defense Agency. This model preserves autonomy between operating groups, while delivering valuable efficiencies by minimizing unnecessary functional and technical redundancies. This model has been successful in the commercial sector. By defining an organization's core competency, many companies have been able to outsource business functions, such as Information Technology (IT) services support, thereby allowing management to focus on their mission. Although DoD might not have a single function, these common processes could potentially be managed with a standard process and supported with standard technology.

The functional business domains are the natural organizational cross-cutters that will be the source of many common business functions. In contrast, the warfighting domains are going to be the source of most unique organizational functions that will have to be preserved within the domain component. The primary justification for preserving a non-standard business function within a domain component is if a particular business function must be uniquely configured to efficiently support the warfighting function. Accordingly, we must further analyze the intersection between business and warfighting functions to identify these unique dependencies. The following graphic depicts this hybrid operating model.
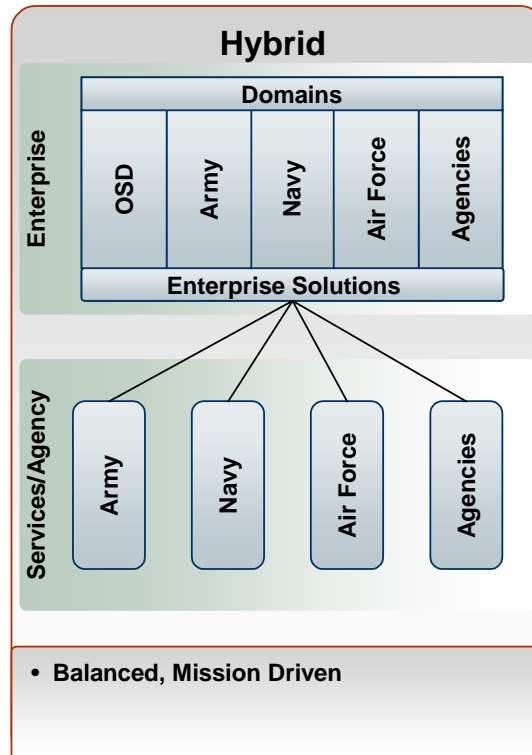
*Figure 3-2, Hybrid Operating Mode*

## 3.2    Netcentricity

The DoD Global Information Grid Core Enterprise Services (GIG-CES) is a suite of value-added information capabilities designed to improve user access to relevant information by mitigating existing system-specific limitations or restrictions.  These capabilities are intended to improve the timeliness, quality of information and reach of information access for the Warfighter, but these capabilities can also provide real benefits to DoD in non-warfighting activities.  CESs enable both service and data providers on the "net", by providing and managing the underlying capabilities to deliver content and value to end-users.  The business domains are committed to leveraging CESs in deploying its capabilities.

## 4    Goals and Objectives for the BEA

The BMMP goals of providing timely, accurate, and reliable information for business management and enabling improved business operations will be achieved by employing the BEA to:

- Enable interoperability throughout the DoD – The BEA enables interoperability by providing an initial look at the overall framework of end-to-end business processes within DoD.  The development of a common Enterprise Business Process Model

(EBPM) will allow for a single interpretation of requirements, standard rules and policies embedded into shared operational processes.  It also documents business transactions and events explicitly with operational information exchanges and by reference to a consistent and unique common data model and dictionary.

- Achieve operational process excellence – Opportunities to achieve operational process excellence are identified as the Domains define and integrate business processes.  The BEA provides a foundation that can be used to identify and eliminate unnecessary duplication, outdated rules and requirements, and to identify potential uses of industry leading practices.

- Enhance IT Portfolio Management (PfM) decision making – The BEA will establish business, systems, and technical relationships that enhance PfM.  In conjunction with a relevant "As-Is" analysis, it can provide an initial basis for a transition plan that will be used to guide the acquisition, development, maintenance, and retirement of systems that achieve capabilities in alignment with target processes.

## 5    Conclusion

Becoming a 'strategic and innovative enterprise enabling the Warfighter to win' requires achieving a number of sub-goals all aligned to make the transition of goods, services and capabilities from industry to the Warfighter and Intelligence communities as smooth, efficient, economical and timely as possible.  Accomplishing this requires leveraging leading commercial best practices in conjunction with the controlled and structured adoption of facilitating technologies standards and protocols.

Coordinating the Domains' transformation is an important aspect in building the capability enhancements sought to improve the transition of goods, services and capabilities from industry to the Warfighter and Intelligence Domains.  Developing a future-state solutions architecture will facilitate the transformation.